

Personal Comments re Career Service Development


This is a tool which has been devised to be advantageous to the agency to encourage its personnel to operate at peak performance. Its execution so far has failed to be as effective as it should be. It is believed that though it should be unnecessary for ceremonies, a little more ceremony should be attached to the induction period. Many human beings give more of themselves when they are made to feel that they are important to an overall operation as vast and as important as the missions and functions of an agency such as this. The role of the supervisor is most important, since in most situations he is closest to a given area, but sympathetic supervision, as seems to be stressed, is not enough.

When recognition is given from the very high eschelons it carries much weight in the effectiveness of the performance of a supervisor as well as the personnel under his direct command. The induction into Career Service can be made to serve the function of the recognition from persons in high places. Little more care should be executed in the selection of the person to do the induction and what he is to say at the induction.

The writer recognizes that with many persons this is not necessary, but there are many who do require it. The support staff, to technical and specialized personnel is most necessary. The top is no stronger than the foundation upon which it sits. These are the people who need the recognition. Often times this can be a more forceful tool than even money.

Therefore, this most forceful tool as an incentive - the Career Development Service, should be used and handled a little more carefully in order to receive the returns that it is capable of producing.

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Comments of the Information Control Unit on report " Career Development for the Geographic Area."

The Information Control Unit feels that this report is the first of its kind to give a clear cut understandable explanation of the career service program of the agency as it relates to the Geographic Area.

Since the unit consists entirely of clerical personnel, our interests are primarily concerned with possible developments in the clerical category. It is stated in the report that no definite program to date has been worked out for career development in the clerical field. This suggests that such a program will be worked out in the future. Therefore, our comments are being submitted in the form of suggestions that might be weighed pending the outlining of such a program.

A. FOR PERSONNEL ALREADY ABOARD:

1. That persons in clerical positions have folders reviewed annually around the period following completion of fitness report.
2. that this review be made by the administrative officer of the area in cooperation with the supervisor or person in charge of the unit.
3. that personnel(Office) alert the administrative officer of the area to new openings which are or will be available in his component of the agency or in some other component of the agency, due to an increase in responsibility, or the creation of some new unit due to new requirements placed upon the agency.
4. that the administrative officer post, either by informal memo to the supervisor or by bulletin board, these openings so that they will be available to all clerical personnel. This information might also be put into the daily diary and left to the discretion of the supervisor as to its dissemination to personnel within the unit.
5. that upon receipt of notice of openings the administrative officer request that the folders of those persons eligible for these new openings be sent to the office or agency component having available advanceable positions. This would be done if the administrative officer feels that the applicant has the basic qualifications and has increased his usefulness by on the job experience. Then the recruiting is done from within and would be advantageous to the agency as well as to the individual.

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B. FOR NEW PERSONNEL COMING ABOARD (WITHIN OR WITHOUT)

1. That on arriving in the area, he be briefed by the administrative officer as to basic requirements on major categories into which he may move. (The briefing would be dependent upon information contained in Form 57 as to formal training)
2. that the supervisor be permitted to review the folder of the new recruit so that the supervisor is put in a better position to determine whether the personnel in the area under his supervision have the basic qualifications for any new openings which may arise or for any training courses which the agency has available.
3. that the administrative officer after having review the folder, encourage the new recruit to study on his own to facilitate his moving into new fields of activity. He will have gleaned experience from on the job performance but with new or additional tools, he can better meet the demands placed on him in moving laterally or horizontally.

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Position of office vis a vis rotation  
(in line with G area people)

Key to Senior Analytic stage - develop  
beyond for supervisors

Career Dev. geared to program needs  
Skills brought to bear on prog.

Office respon.

Indiv. responsibility

Alternative routes to same end of deal.

work in substantive office -

Language which is broad enough to  
not restrict indiv.

Employees responsibility

Publicity -

Tools available to supervisors which they  
don't know how to use - Use things we  
have!

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Educate supervisors

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